

The influence of work family conflict on turnover intention mediated by burnout on gen-Z employees in Pontianak

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Abstract

The high rate of turnover intention among Generation Z, especially in Pontianak City, is a serious concern for organizations, as it can disrupt work stability and productivity. One of the main factors that trigger the intention to leave a job is the conflict between work and family roles (Work-Family Conflict), which often leads to burnout. This study aims to analyze the effect of Work-Family Conflict on Turnover Intention, either directly or indirectly through the mediation of burnout. This research uses a quantitative approach with 152 Gen Z respondents who work in Pontianak City, and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) through WarpPLS 8.0 software. The results showed that Work-Family Conflict has a positive and significant effect on Burnout, and both Work-Family Conflict and Burnout have a significant positive effect on Turnover Intention. In addition, burnout also proved to be a significant mediating variable in the relationship between Work-Family Conflict and Turnover Intention. These findings provide important implications for organizations in designing work policies that support work-family balance and burnout prevention strategies to reduce turnover intention among young employees.

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Introduction

The tendency to leave the company is not uncommon for employees, especially in Generation Z. Referring to a survey conducted (Goodstats, 2024). It has been found that as many as 69% of generation Z who work in Indonesia have Turnover intention. (Michael Page, 2022). It has been surveyed that Indonesia ranks second with the second highest turnover rate of generation Z workers after India, where 84% of workers plan to leave work within the next 6 months. Therefore, the above survey has proven that the intention of employees in Indonesia to leave their jobs is very high. The pressure between work roles and family roles is increasingly in the spotlight because unstable Work Family Conflict causes burnout in the desire to leave based on research findings put forward (Cahyadi et al., 2021) and (Rivai et al., 2021) showing a significant imbalance of work and family responsibilities not only impacts worker performance, but is also exacerbated by work stress which ultimately leads to burnout. As a result of intense burnout, turnover intention tends to increase.

(Ningrum et al., 2024) showed that burnout plays an important role in increasing turnover intention. This is relevant for gen Z in Pontianak who face similar challenges. (Asepta et al., 2022) and (Ratnasari, 2021) further confirmed that burnout and job stress can accelerate the intention to change workplaces, especially in the context of the pressures experienced in big cities. The focus of this research is gen Z employees in Pontianak City.

Role conflicts that arise due to work-family obligations that are not fulfilled simultaneously cause the formation of work family conflict, for example when carrying out responsibilities at work is hampered by family responsibilities, or vice versa (Frone, 2000). With long working hours causing conflict between work and family due to the lack of time that can be allocated for the family, it can be said that busy work often interferes with roles in the family. The forming factors of family and work role conflict are 1) Intra-individual factors (General Intra-Individual Predictors) such as personality, beliefs, and values held by individuals. 2) Family Role Environment Predictors, namely minimal social support from the family and high pressure to fulfill roles in the family. (3) Work Role Environment Predictors, such as workloads such as long work duration, rigid work schedules, and high work targets (Bellavia and Frone, 2005). Conflict between work and family can be measured through several shapers, namely time-based conflict, strain-based conflict, and behavior-based conflict (Greenhaus and Beutell, 1985).

Burnout is a condition in which individuals experience emotional exhaustion and cynicism, thus impacting others at work, characterized by feelings of increased emotional exhaustion so that individuals are psychologically unable to contribute to their work (Maslach and Jackson, 1981). The aspects that cause burnout are: (1) The many demands of the job, characterized by excessive workload and time pressure. (2) Role problems, such as demands that conflict with individual work roles. (3) Lack of social support from family, coworkers, and leaders to cope with stress in individuals. (4). Lack of self-management skills that can increase job burnout, especially if workers lack freedom, participation in decision-making, and positive feedback. (5) Excessive client demands, for example in fields that require intense interaction with troubled clients and can cause high emotional involvement (Schaufeli and Buunk, 2003). Burnout indicators are measured through several aspects, namely emotional exhaustion, depersonalization and reduced personal accomplishment (Maslach and Jackson, 1981).

Turnover intention refers to the intention to quit a job intentionally (Tett & Meyer, 1993). This is emphasized by Robbins & Judge (2017) that turnover intention refers to an employee's decision to stop working on their own initiative which is influenced from within and outside the organization. Various aspects that can affect turnover intention are, (1) The level of job satisfaction which includes the work environment, work-life balance, and opportunities for career advancement. (2) Dissatisfaction with wages and work facilities so that it becomes a reason for employees to leave the organization. (3) Commitment factors to organizational goals, values, and culture can influence employees' desire to stay or leave the organization. Employees who feel emotionally comfortable in the organization tend to have strong loyalty and low desire to leave. (4) Physical and mental fatigue due to high workload and stress increases employees' desire to find a more pleasant and balanced workplace (5) Ineffective leadership and management styles can demotivate employees and increase their desire to leave the organization. and (6) Injustice in decision making, resource allocation, and treatment in the organization can affect employee exit intentions. (Robin et al., 2024). Turnover intention can be measured from (1) Thinking about leaving work (2) Looking for job substitution (3) Desire to leave work (Mobley et al., 1978).

This study offers novelty by focusing on the relationship between Work Family Conflict and Turnover Intention mediated by Burnout, specifically among Generation Z employees in Pontianak City—a geographical and demographic context that has been rarely explored in previous literature. Most previous studies have primarily highlighted this phenomenon at the national level or in major

cities such as Jakarta and Surabaya, leaving the unique dynamics faced by young workers in developing cities like Pontianak largely unexplored. Additionally, this research integrates the theoretical approaches of Greenhaus & Beutell (1985) and Maslach & Jackson (1981) into an empirical model that simultaneously tests the mediating role of burnout in amplifying the influence of work-family conflict on turnover intention. Thus, this study is expected to expand academic and practical understanding of strategies for retaining young workers in secondary urban areas in Indonesia.

Method

Data was collected quantitatively to test the hypothesis. A total of 152 Gen Z workers in Pontianak city have filled out questionnaires that form the population. Snowball sampling method was used to obtain the data. Likert scale to determine the value of the questionnaire, which can be quantified are: 1) Strongly disagree. 2) Disagree. 3) Neutral. 4) Agree 5) Strongly disagree. The program for processing this research data is WarpPLS 8.0 with PLS for data. PLS is a component-based SEM equation model. This model format is able to explain latent variables as a combination of linear indices, where the estimated weight determines the score component that represents the variable. These weights are generated through the relationship between the Inner Model (structural model) and latent variables, and the Outer Model (measurement model) which determines the interrelationships, playing an important role in the index and its structure. The results of this process produce residual variance in the dependent variable under study (Ghozali, 2014).

To ensure that the questionnaire instruments used in this study were valid and reliable, several validity and reliability tests were conducted. The validity of the instruments was tested through construct validity using the Outer Model approach in PLS-SEM analysis in WarpPLS 8.0. This construct validity was evaluated by considering the factor loading value of each indicator on the latent construct, where indicators with a factor loading ≥ 0.7 were considered valid and suitable for inclusion in the model (Hair et al., 2019). In addition, content validity was also considered by conducting a literature review and consulting experts to ensure that each question item accurately represented the variables being measured. To test the reliability of the instrument, Cronbach's Alpha and Composite Reliability (CR) values were calculated for each construct. Cronbach's Alpha and CR values meeting the minimum requirement of 0.7 indicate that the instrument has good internal consistency (Nunnally, 1978). Additionally, this study uses an instrument that has been previously tested in prior research with adjustments to the local context of Pontianak. Thus, the questionnaire used is considered to meet the validity and reliability standards for measuring Work-Family Conflict, Burnout, and Turnover Intention among Generation Z workers.

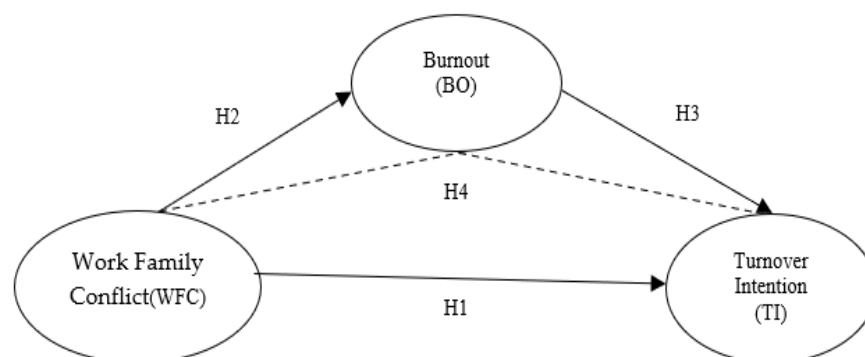


Fig 1. Conceptual Framework

Hypotheses

H1 Work Family Conflict has a positive and significant effect on Turnover Intention

H2 Work Family Conflict has a positive and significant effect on Burnout

H3 Burnout has a positive and significant effect on Turnover intention

H4 The relationship between Work Family Conflict and Turnover Intention is significantly mediated by Burnout.

Result And Discussion

A. Outer Model

1. Outer Model or Loading

Each indicator variable is regressed against its respective construct to obtain the external loading value. In reflective measurement, the main attention is paid to the loading value. An external loading of more than 0.7 is considered adequate. Furthermore, indicators with loading values below 0.4 should be excluded from the analysis. If the loading values of the indicators between 0.4 to 0.7 are eliminated with the potential to increase the Composite Reliability or Average Variance Extracted values, then the action can be considered. Work family conflict has 3 indicators and 9 statements can be seen in the table above 5 statements have been eliminated because the outer loading value <0.7 and the remaining 4 statements continue to the next analysis process. Burnout has 3 indicators and 9 statements can be seen in the table below, 4 statements have been eliminated because the outer loading value <0.7 and the remaining 5 statements continue to the next analysis process. Turnover intention has 3 indicators and can be seen in the table above, 1 statement has been eliminated because the outer loading value <0.7 and the remaining 5 statements continue to the next analysis process.

Table 1. . Outer Model or Loading

	WFC	BO	TI	Type (as defined)	SE	P value
WFC1.3	(0.726)	0.080	-0.162	Reflective	0.069	<0.001
WFC1.5	(0.819)	-0.113	0.087	Reflective	0.068	<0.001
WFC1.6	(0.764)	-0.085	0.056	Reflective	0.069	<0.001
WFC1.7	(0.796)	0.125	0.005	Reflective	0.068	<0.001
BO1.3	0.183	(0.773)	-0.273	Reflective	0.068	<0.001
BO1.5	0.084	(0.824)	-0.201	Reflective	0.068	<0.001
BO1.6	-0.240	(0.776)	0.273	Reflective	0.068	<0.001
BO1.7	-0.208	(0.767)	0.210	Reflective	0.068	<0.001
BO1.9	0.176	(0.767)	0.004	Reflective	0.068	<0.001
TI1.1	0.195	0.368	(0.750)	Reflective	0.069	<0.001
TI1.2	0.261	-0.017	(0.804)	Reflective	0.068	<0.001
TI1.3	-0.133	-0.266	(0.827)	Reflective	0.068	<0.001
TI1.4	-0.159	-0.027	(0.842)	Reflective	0.067	<0.001

2.Average Variance Extracted (AVE)

Table 2. Average Variance Extracted

WFC	BO	TI
0.604	0.611	0.644

An AVE score ≥ 0.50 indicates that the construct is able to explain more than 50% of the variation in its indicators. Each variable with an AVE value < 0.50 reflects that the item has an error compared to the existing variation. In table 2, the AVE value of each variable is > 0.50 , so each variable is able to explain the variation in its indicators, and the latent variable manages to absorb more than half of the variance of each indicator.

3.Composite Reability

Table 2. Composite Reability

WFC	BO	TI
0.859	0.887	0.900

The internal consistency value with a range of 0.60 to 0.70 is considered adequate. Referring to the data in the table above, each variable has a composite reliability > 0.70, which indicates that all indicators have met the reliability criteria for the latent variable they represent.

4. Validasi Diskriminan

a) Cross-Loading

Table 3. Composite Reability

	WFC	BO	TI
WFC1.3	(0.726)	0.264	0.283
WFC1.5	(0.819)	0.249	0.411
WFC1.6	(0.764)	0.244	0.371
WFC1.7	(0.796)	0.384	0.443
BO1.3	0.340	(0.773)	0.327
BO1.5	0.313	(0.824)	0.373
BO1.6	0.190	(0.776)	0.536
BO1.7	0.187	(0.767)	0.488
BO1.9	0.404	(0.767)	0.476
TI1.1	0.509	0.638	(0.750)
TI1.2	0.543	0.447	(0.804)
TI1.3	0.295	0.305	(0.827)
TI1.4	0.321	0.458	(0.842)
TI1.6	0.304	0.424	(0.788)

Discriminant validity serves to assess the level of difference between a construct and other constructs as measured by comparing the outer loading value of each indicator that represents the latent variable it measures based on the outer loading value of other latent variables. An indicator is considered valid if its outer loading correlation with the corresponding latent variable is greater than the correlation with other latent variables. Based on the table above, each indicator shows a higher loading value on its own latent variable than on other latent variables. This indicates that these indicators are able to explain the latent variable as the part being measured appropriately.

b) Fornel-Larcker

Table 4. Fornel-Larcker

	WFC	BO	TI
WFC	(0.777)	0.367	0.488
BO	0.367	(0.781)	0.562
TI	0.488	0.562	(0.803)

The Fornell-Larckere method is analyzed through a comparison of the square root value of the Average Variance Extracted (AVE) of each variable against its correlation with other variables. The table above shows that the square root of the AVE of each latent construct is high compared to the correlation coefficient between the construct and other latent constructs. The findings obtained indicate that each indicator has good discriminant validity.

B. Inner Model

1) Direct Effect

Table 5. Direct Effect

No	Predictor Variable	Response Variable	Path Coefficient	P-value	Description
1.	WFC	BO	0.375	<0.001	Significant
2.	WFC	TI	0.345	<0.001	Significant
3.	BO	TI	0.436	<0.001	Significant

WFC has a significant positive influence on BO as shown by the value (path coefficient 0.375). P-value 0.001 (> 0.05). (hypothesis accepted). WFC has a significant positive influence on IT as shown by the value (path coefficient 0.345). P-value 0.001 (> 0.05). (hypothesis accepted). BO has a significant positive effect on IT as shown by the value (path coefficient 0.436). P-value 0.001 (> 0.05). (hypothesis accepted).

2) Indirect Effect

Table 6. Indirect Effect

No	Predictor Variable	Mediation	Response Variable	Path Coefficient	P-value	Description
1.	WFC	BO	TI	0.163	0.002	Significant

Mediation test shows (path coefficient 0.163). And as the result of P-value 0.002 (< 0.05), shows that BO can mediate the relationship between WFC and TI significantly.

3) R-squared Contributions

Table 7. R-squared

R-squared	WFC	BO	TI
WFC			
BO	0.140		
TI	0.174	0.245	

There is a structural level, the magnitude of the R-squared effect indicates the influence of the variable, where the value of 0.02 is in the low category, 0.15 is in the medium category, and 0.35 is in the high category. It is known that the R-Squared value of work family conflict on Burnout is $0.140 = 14\%$, which means that the effect of work family conflict on Burnout is in the low category. It is known that the R-Squared value of work family conflict on turnover intention is $0.174 = 17.4\%$, which means that the effect of work family conflict on turnover intention is in the medium category. It is known that the R-Squared value of Burnout on Turnover Intention is $0.245 = 24.5\%$, which means that the effect of burnout on Turnover Intention is in the medium category.

C. Overall Test of Model Fit

Table 8. Model Fit

Model Fit and quality indices	Fit Criteria	Value
Average path coefficient (APC)	P-value<0.05	0.385, P<0.001
Average R-squared (ARS)	P-value<0.05	0.280, P<0.001
Average adjusted R-squared (AARS)	P-value<0.05	0.273, P<0.002
Average block VIF (AVIF)	Acceptable if ≤ 5 , ideally ≤ 3.3	1.156
Average full collinearity VIF (AFVIF)	Acceptable if ≤ 5 , ideally ≤ 3.3	1.502
Tenenhaus GoF (GoF)	Small ≥ 0.1 , medium ≥ 0.25 , large ≥ 0.36	0.416
Simpson's paradox ratio (SPR)	Acceptable if ≥ 0.7 , ideally = 1	1.000
R-squared contribution ratio (RSCR)	Acceptable if ≥ 0.9 , ideally = 1	1.000

Statistical suppression ratio (SSR)	Acceptable if ≥ 0.7	1.000
Nonlinear bivariate causality direction ratio (NLBCDR)	Acceptable if ≥ 0.7	1.000

Based on the results of the analysis of the model fit indicators, the findings indicate that the model used has met the statistical feasibility criteria. The Average Path Coefficient (APC) value of 0.385 with a p-value < 0.001 indicates that the relationship between variables in the model is significant and consistent. Furthermore, the Average R-squared (ARS) value of 0.280 with a p-value < 0.001 and the Adjusted Average R-squared (AARS) value of 0.273 with a p-value < 0.001 , also strengthen the conclusion that the model has an adequate fit in explaining the dependent variables. In addition, the Variance Inflation Factor (AVIF) of 1.156 and Average Full Collinearity VIF (AFVIF) of 1.502, both of which are below the threshold of 5, indicate that there is no multicollinearity problem in the model. The Goodness of Fit (GoF) value of 0.416, which exceeds the minimum threshold value of 0.36, indicates that the model has an overall strong fit. Furthermore, the Simpson's Paradox Ratio, R-squared Contribution Ratio, and Statistical Suppression values are 1.000 each, all of which exceed the minimum threshold of 0.7 (and > 0.9 for R-squared Contribution), indicating that there is no Simpson's paradox, significant R-squared contribution, and no suppression effect in the model. Finally, the nonlinear bivariate causality direction ratio was also 1.000 (> 0.7), further confirming that the model met all relevant model fit criteria in multivariate statistical analysis. Overall, these results indicate that the research model used in this study has met the criteria of model fit thoroughly, so that it can be used to draw scientific conclusions that are valid and academically accountable.

Discussion

Effect of Work Family Conflict on Turnover Intention (H1)

Work Family Conflict has a positive and significant impact on Turnover Intention (path coefficient 0.375). P-value < 0.001 , indicating < 0.05 . This research is in line with Kurniawati et al., (2018) work family conflict has a positive influence on turnover intention and rejects the research of Hermawati et al., (2022) which states work family conflict has no significant effect on turnover intention.

Effect of Work Family Conflict on Burnout (H2)

Work Family Conflict has a positive and significant impact on Burnout (path coefficient 0.345). P-value < 0.001 , indicating < 0.05 . Lineuwih et al., (2023) stated that work family conflict has a positive and significant influence on burnout, other studies have also found that there is a large influence between work family conflict on burnout so that this research is in line. Meanwhile, different research results were presented in the research of Rivai et al., (2021) work family conflict cannot be proven as a factor that can increase burnout.

The Effect of Burnout on Turnover Intention (H3)

Burnout has a positive and significant impact on turnover intention (path coefficient 0.436). P-value < 0.001 , indicating < 0.05 . Ekawati et al.'s research (2021) states that burnout has a positive and significant effect on turnover intention, thus supporting this research. Meanwhile, research by Ratnasari, (2021) states that burnout has no significant positive effect on turnover intention.

The effect of Work Family Conflict on Turnover Intention through Burnout (H4)

The mediation test shows (path coefficient 0.163). And as the P-value of 0.002 (< 0.05) has been obtained, it shows that burnout can significantly mediate the relationship between work family conflict and turnover intention. Work family conflict affects turnover intention through burnout.

Based on the results of the literature review, the significant relationship between work-family conflict (WFC) and burnout and turnover intention (TI) is consistent with the job stress theory proposed by Karasek and Theorell (1990), which states that an imbalance between work demands and personal resources can cause psychological stress and emotional exhaustion. Additionally, Hobfoll's (1989) Conservation of Resources (COR) model further supports the finding that individuals experiencing role conflict tend to deplete their psychological resources, thereby increasing the risk of burnout, which in turn triggers turnover intention. However, despite numerous studies confirming the direct relationship between WFC, burnout, and TI, there remains a significant gap in understanding the more complex mediation and moderation mechanisms, such as the role of psychosocial variables or organizational culture that may strengthen or weaken these relationships. Furthermore, most research has focused on samples from the corporate sector, leaving studies in public or military organizational contexts—which have distinct work dynamics—remarkably limited. Therefore, further research is needed to explore contextual mediating and moderating variables and expand the sample size to develop a more comprehensive and applicable conceptual model across various work environments.

Conclusion

This study clearly demonstrates that Work-Family Conflict (WFC) significantly contributes to increased levels of burnout among Generation Z employees, which in turn drives increased turnover intention. Burnout not only directly impacts the desire to leave work but also acts as a mediator that strengthens the relationship between dual role stress in the workplace and family environment and the intention to leave the job. These findings provide important contributions to deepening theoretical understanding of the psychosocial dynamics and stress mechanisms of young people in coping with multifaceted demands in the modern era, and underscore the urgency of adopting managerial approaches that are responsive to the need for work-life balance. Based on the research findings, organizations should implement more flexible and family-friendly work policies as a primary strategy to reduce work-family conflict and its negative impacts. Preventive measures such as providing psychological counseling services, stress management programs, and psychology-based coping strategies training are highly recommended to mitigate the risk of burnout. Additionally, human resources management should adopt a more holistic and adaptive approach to the unique characteristics of Generation Z, with a focus on enhancing psychological well-being and work-life balance. Retention strategies that integrate these aspects are expected to enhance the loyalty of young employees and reduce turnover rates, while also boosting productivity and organizational sustainability amid demographic changes in the workforce.

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